

### **The Challenge: Growing as an executive**

- The founder of a performing arts nonprofit wanted to grow his organization, increasing budget, service offerings and staff by ca 20-30%
- Extensive business experience as an independent contractor served him well, but he lacked insight into collaborative group dynamics fundamental to an organization
- His essential questions: why aren't people as committed as I am? And why don't they just do their jobs well?

### **The Technique: Coaching Process**

- Coaching as an individual growth activity, with a focus on 1) personal insight, 2) individualized strategies and 3) actionable outcomes.
- Select coaching targets focused on improving leadership of existing staff and processes as well as developing leadership infrastructure to support anticipated growth
- Drive development through a structured use of personal insight, skills acquisition, skills practice, reflection and repetition.
- Approach challenges from a reflective standpoint, offering best practices learning tools and challenging him to reflect on his preferences, group application and desired outcomes.

### **Intervention:**

- Conducted psychometric assessments
- Coaching kickoff through assessment baseline of personal insight and baseline of organizational leadership goals. Defined a reflective, action-and-evaluation process of how the leadership goals would be approached.
- Set priorities and sequenced goals for step-by-step process. Leader approached each goal as an exercise in skills application and self-reflection: gathering data and best practices, engaging team, hearing and reflecting on feedback and assessing next steps
- Conducted weekly individualized coaching sessions to track progress, reflect on effectiveness and personal impact
- Held the executive accountable to his goals through repetition, humor, reflection and skills growth.

### **Results**

- The executive learned to identify his personal preferences and reflect on whether a choice was a personal preference or a business-based decision.
- Over time he learned that decisions against his personal preferences might actually be the better approach to achieving what he wanted on a business level
- The organization collectively agreed on systems, tools and processes to better enable process-based work. Leading staff to this collective set of decisions established a basis for the future 20-30% growth
- He learned:
  - Applying his leadership differently could get better results for the same level of effort
  - To get staff to "do their best", he needed to give them structures, frames and support to enable their independent roles
  - Depending on having "really good" people who were committed to their work was not a repeatable business process that could enable future growth